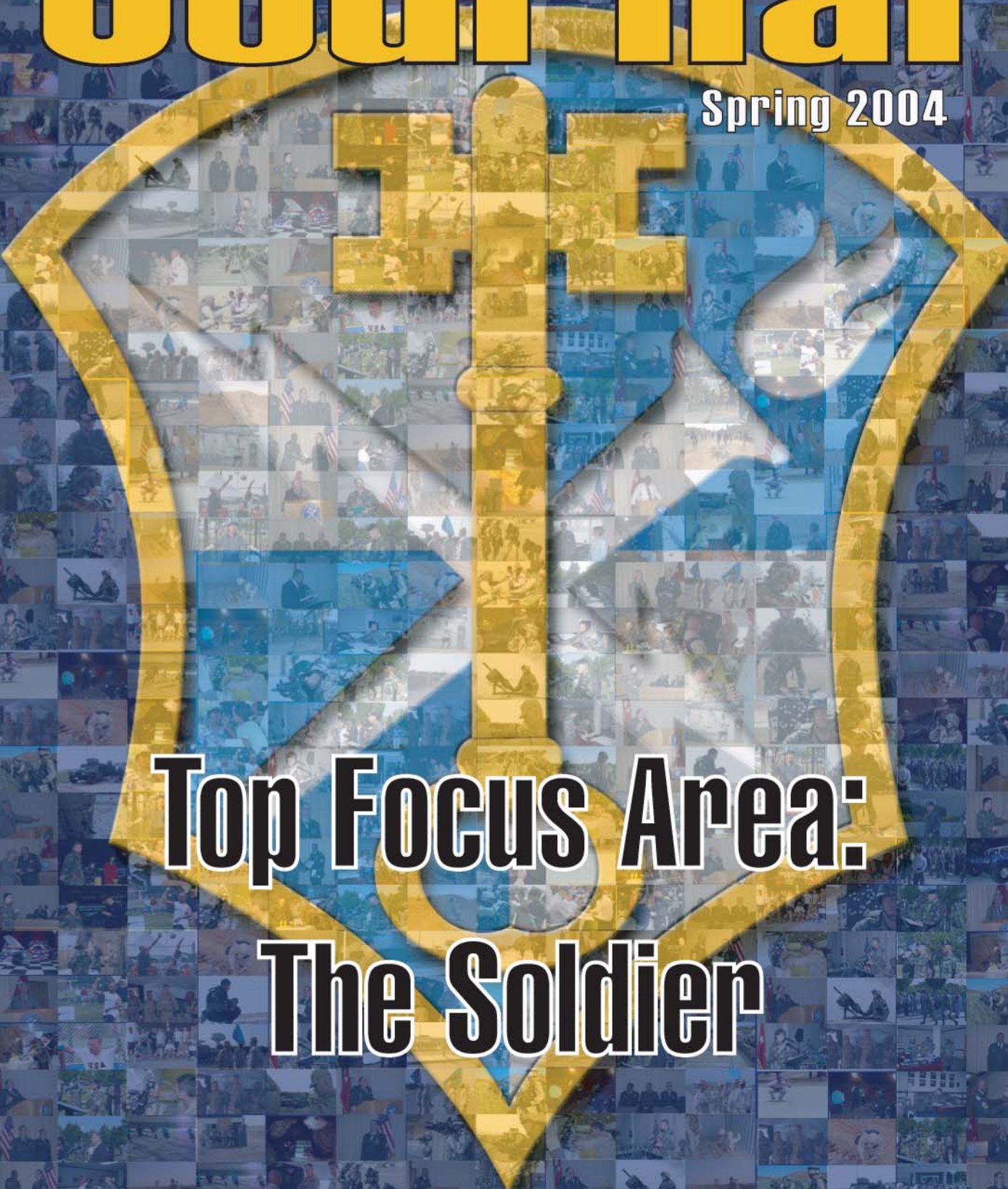




# INSCOM **Journal**

Spring 2004



## **Top Focus Area: The Soldier**





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illustration by Pvt. 2 James Felkins

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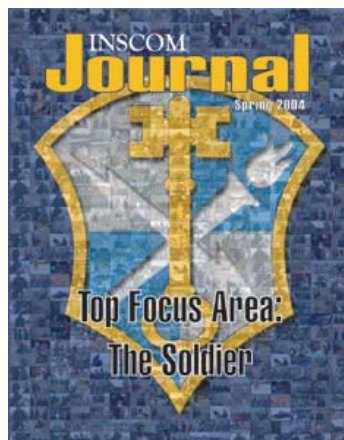
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## On the cover

Shortly after being sworn in as the Army Chief of Staff, Gen. Peter Schoomaker formulated several areas to focus Army efforts on winning the Global War on Terrorism and increasing the relevance and readiness of the Army's operating and institutional forces. The first, and most important, focus area was "the Soldier."

Cover artwork by Brian Murphy

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# The SOLDIER

*I will never quit.  
I will never leave a fallen comrade.*

*I am disciplined, physically and mentally  
tough, trained and proficient in my  
warrior tasks and drills. I always maintain  
my arms, my equipment and myself.*

*I am an expert and I am a professional.*

*I stand ready to deploy, engage*

*destroy the enemies of the United States*

*States of America in close combat.*

*I am a guardian of freedom and the*

*American way of life.*

*I am an American.*

**"People are not in the  
Army, they are the Army"**

**- Gen. Peter Schoomaker  
Army chief of staff**



**Schoomaker**



# From the commander's desk

**By Maj. Gen. John F. Kimmons**  
Commander, INSCOM

The U.S. Army Intelligence and Security Command recently honored its fallen heroes during a Memorial Day ceremony at Fort Belvoir by adding 10 names of intelligence Soldiers to the INSCOM memorial that stands in front of the Nolan Building.

Three of the Soldiers honored were lost in support of the Global War on Terrorism. As his mother watched, the 10-year-old son of Sgt. 1st Class Christopher Willoughby, who lost his life in Iraq last year, made a rubbing of his father's inscription.

America is a Nation at war, and we are an Army at war. More than 350,000 Soldiers and Army civilians are deployed globally; over 800 INSCOM Soldiers and civilians are forward deployed in harm's way in over 20 nations.

This is not a "contingency deployment" or a "crisis," it's the new reality. We are engaged in a protracted world war against religious totalitarianism; characterized by irreconcilable ideas, a disparate pool of adaptable adversaries seeking our destruction by all means, and enemies who shelter in environments for which we are least prepared. The evil we face doesn't share our values, constraints, or fears. As the president observed, "These terrorists target the innocent and they kill by the thousands. And they would, if they gain the weapons they seek, kill by the millions and not be finished."

We face a foreseeable future of extended conflict in which real peace will be an anomaly. This new reality mandates that we optimize the potential of every American Soldier, place wartime effectiveness over peacetime efficiency, and rapidly evolve in ways that fully leverage the maximum potential of joint intelligence. We must learn to accept uncertainty in where we will deploy and fight. We must prepare our MI Soldiers and civilians to be warriors first and specialists second. They must be physically and mentally capable of deploying into austere environments on short notice, and be leaders regardless of rank. They must be technically competent and focused on creating situations for our adversaries, rather than reacting to them.

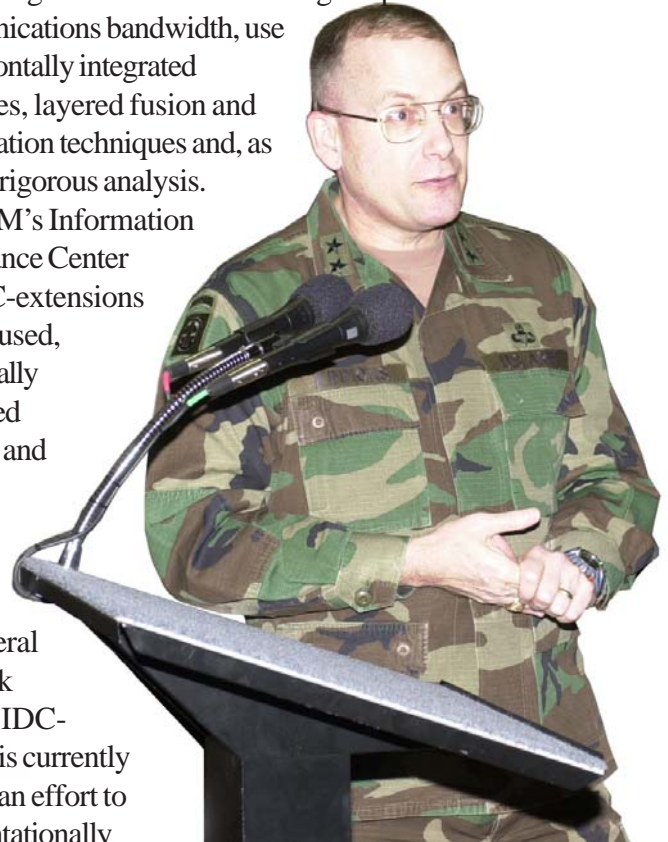
Army MI, as part of the joint intelligence team, must significantly improve its ability to deliver "actionable intelligence" at all levels through expanded secure communications bandwidth, use of horizontally integrated databases, layered fusion and visualization techniques and, as always, rigorous analysis.

INSCOM's Information Dominance Center and IDC-extensions enable fused, horizontally integrated analysis and support within most theaters

and several joint task forces. IDC-Futures is currently leading an effort to representationally "merge" restricted, fused data in near real

time onto Distributed Common Ground System (DCGS) networks available at division/brigade levels key to effective INSCOM Tactical Overwatch support. We are concurrently refining plans to station a percentage of the larger body of maneuver MI Soldiers with INSCOM Theater Brigades/Groups to enhance the "expeditionary" readiness of tactical intelligence teams (Project Foundry).

Our incentive is combat effectiveness and "winning" in this protracted conflict. The best way to anticipate the future within this context is to create it. That will take the full engagement of every member of our INSCOM and Army MI teams. This is full contact, outdoor sport of the most serious sort - but there's no question about our ability to successfully meet the challenge. It's an exciting and historic time to be at INSCOM - Out Front!



*photo by Bob Bills*

**Maj. Gen. John F. Kimmons.**

# The cornerstone of the Army

By Command Sgt. Maj. Maureen Johnson  
Headquarters, INSCOM

To paraphrase Gen. George S. Patton, the Soldier is the army. No army is better than the Soldiers in it. Good Soldiers must have discipline, self confidence, self respect, and pride in their unit and country. They must have a high sense of duty and obligation to their comrades and to their superiors.

Army Chief of Staff Gen. Peter J. Schoomaker solidified Patton's words when he introduced the *Soldiers Creed*. For several years, every noncommissioned officer has lived and breathed the creed of the NCO Corps. The *Soldiers Creed* is for every Soldier, regardless of rank.

Our Soldiers are the cornerstone of freedom both here and abroad. As the creed reads, "I stand ready to deploy, engage and destroy the enemies of the United States of America." Military Intelligence Soldiers are on point around the world providing critical analysis and intelligence to our warfighters. If not for the competence, dedication to the mission and hard work of MI Soldiers, our warriors on the ground, in the air and at sea would lack the intelligence resources needed to be successful in the global battlespace.

This was evident when I recently visited the 513th MI Brigade and the 116th MI Group at Fort Gordon, Ga. Every Soldier I spoke with, from private to command sergeant major to colonel, was very confident, competent and fully-engaged in being a Soldier and accomplishing the mission. I thank you and I know America is truly in good hands.

We are the greatest Army in the world and the reason is simple. We refuse to accept defeat. Throughout our history, Soldiers have faced daunting circumstances against almost insurmountable odds, and we have prevailed. The *Warrior Ethos* echoes the actions of Soldiers past and present. It is grounded in refusal to accept failure. The *Warrior Ethos* is developed and sustained through discipline, commitment to the Army values, and pride in the Army's heritage.

These things compel Soldiers to fight through all conditions, no matter how difficult. MI Soldiers must not only accept, but embrace the warrior

mentality as described in the *Warrior Ethos* and supported by the *Soldiers Creed* and the *NCO Creed*. Remember, you are warriors first and MI Soldiers second. As the *Military Intelligence Creed* reads, "You are the Silent Warrior of the Army Team."

As your new command sergeant major, I challenge every INSCOM NCO to read both the *NCO Creed* and the *Soldiers Creed*; know and live by them. We must always train to standard. Our job as NCOs is to ensure all Soldiers are tactically and technically proficient at all times. Remember, we must always lead by example and set the standard for our Soldiers.



photo by Spc. Felicia Thompson

Command Sgt. Maj. Maureen Johnson.

I N S C O M



# CREAM OF

SHELLEY DEMETRELIS

TERESSA PETOSKY

THE STORY OF FOUR SOLDIERS WHO WENT



P R E S E N T S



# THE CROP

JON CRAIG

ROXANNE PRATT

ABOVE AND BEYOND THE CALL OF DUTY

# NOON AT THE JUMP

Story by Staff Sgt. Andre Butler





There are more than 3,500 noncommissioned officers in the U.S. Army Intelligence and Security Command. So Staff Sgt. Teressa Petosky being named the INSCOM NCO of the Year is no small feat. But anyone who knows Petosky knows she always set the bar high.

"I'm very competitive," said Petosky, a linguist with the 116th MI Group, who has also been a member of the All-Army Volleyball Team for the past three years. "And that's what keeps me going."

Displaying this type of attitude, one so high in self-confidence, it would be hard to imagine the 5-foot-9-inch female warfighter losing the title of this Army-wide competition in the intelligence field.

With all of the preparation and countless hours that usually go along with winning such an event, the Saugus, Calif., native still had to perform her daily duties as a linguist.

"Although she was competing in this competition, she always placed her duty assignments and missions first," said Spc. Wayne Landis, a signal intelligence analyst, 116th MI Group, who competed in the INSCOM Soldier of the Year competition.

Petosky knew the type of dedication and time it would take to compete in this kind of event, so she devoted any and all of her free time studying and preparing for the NCO of the year board.

"While on the road during the competitions, we would study whenever there was time. Whether it was on the flight to our particular destination or in the



*courtesy photos*

**Petosky (left) jumps and blocks a shot during an All-Army volleyball game.**

lobby of the hotel where we were staying, we found time to study," said Landis.

In addition to studying for the NCO of the year board, Petosky also focused heavily on the other areas - physical fitness, land navigation and common tasks training - involved in the competition. Her goal was to be as well-rounded and ready to go as possible heading into the competition.

"The competitor who possessed the best overall Soldier concept would be the one who won," said Petosky. "All of the other boards were different, and were easier to study for. They only tested you on your soldiering knowledge. This trend lasted until I got to the battalion level of the NCO of the year.

"But after that, I had to really buckle down because I knew I was representing not only myself, but also my unit. I had to be well prepared if I expected to come out on top," she said.

Until that point, Petosky

was juggling her daily responsibilities within the 116th MI Group and preparing for each board, while also enrolled in the Army's Distant Learning Program majoring in nutrition and physical fitness at Eastern Oregon University. Petosky knew she was spreading herself too thin.

"While trying to balance some of the things that I was trying to do personally, like go to college, and studying for boards, a decision had to be made. Something had to give," Petosky said. "I didn't want to embarrass myself or my unit. I'd gotten too far to not be totally committed. I knew I had to lay back and make sacrifices."

By the time the INSCOM-level NCO of the year competition began, Petosky had devoted so much time to preparing for each of the areas involved that she breezed through it. All of the hard work and personal sacrifices paid off, as Petosky beat out all other challengers to earn the title of the best NCO in INSCOM.

# Linguist of the Year

Story by Staff Sgt. Brent Hunt

With the Army spread around the globe, it is paramount that the Soldiers know what is going on around them. Simply having an Arabic linguist while patrolling a small town in the Middle East can be enough to avoid a dangerous situation.

Linguists, simply put, are a vital piece of the puzzle. So being named the best linguist around is a huge honor.

The honor of best linguist in the U.S. Army Intelligence and Security Command goes to Staff Sgt. Jon Craig, a Russian linguist, 704th Military Intelligence Brigade.

Craig, a native of Alexandria, La., entered the military in 1987 and graduated from Basic Training at Fort Leonard Wood, Mo. He went on to Advanced Individual Training at Goodfellow Air Force Base, Texas, to obtain the Military Occupational Specialty Russian linguist. In addition, Craig speaks German, Serbo-Croatian and Ukranian.

"I was in language training in Germany when I found out I had won the INSCOM linguist of the year," said Craig. "I was surprised to win, but I was also very pleased."

"Often linguists who work in a strategic unit have to work where everything is classified," continued Craig. "Before, when I worked in a tactical unit, I never worked with Russian, but since I've been here for the last two-and-a-half years I've been working with the Russian language everyday. I'm grateful to be working the language and proud to demonstrate my proficiency."

To become the INSCOM linguist of the year, soldiers must first be MOS qualified to speak a second language, and then hold a language dependent duty position. The linguist then submits a packet containing letters of recommendation from supervisors, a Department of the Army photo, Army Physical Fitness Test card, service history packet, copies of the Defense Language Proficiency Test (DLPT) and a two-page essay. A panel then reviews the packets and picks a winner. Over 1,000 linguists from around INSCOM compete for the title.

"I believe what got me the award was that I've always kept my soldier attributes up," said Craig. "I scored 350 points on my APFT out of a possible 300 and I shot expert on my weapons qualification. During my 16 years of service, I've always kept my soldier skills up and I've always studied hard."





photo by Staff Sgt. Brent Hunt

# *Meet the* **Career Counselor** *of the Year* Story by Brian Murphy



photo by Bob Bills

**S**oldiers know they sacrifice much of their freedom when they raise their hand and enlist in the Army. Between formations, field exercises and deployments, Soldiers see a good chunk of their free time evaporate. Mix in a family to spend time with during “down time,” and it quickly begins to feel like every minute of every day is accounted for.



The situation gets even tougher for those who become career counselors. Not only do they have to balance all of that, but they have to sit down with Soldiers to discuss possible reenlistment options and opportunities, work with their commanders to meet all their mission requirements, and finally, conduct the reenlistment ceremonies that enable the Army to keep its best and brightest Soldiers.

“To excel as a career counselor you really have to love your job,” said Staff Sgt. Shelly Demetrelis, the U.S. Army Intelligence and Security Command Career Counselor of the Year. “You have to put the Soldiers’ needs above your own.”

To those dedicated individuals, like Demetrelis, that means sacrificing time after duty hours and during the weekends to meet with Soldiers.

“If a Soldier is on shift work and the only time they’re available to reenlist is on the weekend, then that’s part of the job,” said Demetrelis, who is assigned to the 743rd MI Battalion, 704th MI Brigade. “You put in a lot more time than a regular nine-to-five job.”

Career counselors must be a sounding board, who can listen to a young Soldier’s questions and concerns. They must get to know each Soldier well enough to know what they’re looking for in their career. Does this Soldier want to reenlist for a chance to take a semester of college? Or would they rather reenlist for an assignment in Germany? These are just a few of the questions the Staff Sgt. Shelly Demetrelis of the world must



photo by Sgt. 1st Class Freddy E Gurwell

**The life of an Army career counselor is never easy. Wherever there are Soldiers, there is a need for career counselors. Because of bonuses and benefits, reenlistments are common in places such as Iraq and Afghanistan.**

answer.

Then, once the Soldier has decided to reenlist, the location can become a challenge. The career counselor must spend time coordinating with the Washington Monument or wherever the Soldier has decided to reenlist. The day isn’t over until all of these questions, concerns and coordinations are answered and complete.

It’s because of this mindset that Demetrelis was named the best in INSCOM. At the career counselor of the year ceremony last year, Command Sgt. Maj. Terence McConnell, former command sergeant major of INSCOM, called Demetrelis “the best of the best” and commended her on her continued “commitment to excellence.”

“This is a testament to her professional excellence and her

keen sales abilities,” McConnell said. “Staff Sgt. Demetrelis epitomizes the expression, ‘One Army, one team, one fight.’”

Although Demetrelis was named the best in INSCOM at what she does, she is quick to point out that there were many people who helped her earn the honor.

“Quality leadership is the key,” she said. “If the commander is doing his job and taking care of the Soldiers, then my part is easy. I don’t have to chase down these Soldiers. They come to me as soon as their reenlistment windows open. That tells me we’re doing a good job.”

And that’s why, even with all of the sacrifices and challenges that go along with it, Demetrelis wouldn’t want any other job in the world.

HELLO  
my name is

*Soldier of the Year*

**Story by Pfc. Jason Merrell**







Exceeding the standard is a virtue that is required to excel in today's military.

Giving boots the "mirror" shine, pushing forward for an extra mile during physical training runs, or showing up to formation earlier than expected are a few of the ways Soldiers can stand out above their peers.

Sgt. Roxanne R. Pratt, Company A, 527<sup>th</sup> Military Intelligence Battalion, exemplified these virtues by earning the title of U.S. Army Intelligence and Security Command's Soldier of the Year during a three-day event at Fort Belvoir, Va., July 31.

"I thought I was ready for new responsibilities and for a way to make myself recognized," said Pratt. "When I first got to Korea, I figured the soldier of the month board was a good place to start."

Although Pratt didn't win the battalion's soldier of the month board, she remained motivated. When the time came for the INSCOM Soldier of the year event, no one from the 501st MI Brigade volunteered. So Pratt stepped up.

"I was just an average Soldier given a great opportunity," Pratt said.

Pratt and several other INSCOM Soldiers met at Fort Belvoir to go head-to-head in the Soldier of the year honors.

The first day contestants took a standard Army PT test, a weigh-in, and conducted land navigation on the Expert Infantryman Course at AP Hill.

"We all had our strengths; some were stronger in some things than others," said Pratt of the Soldier of the year hopefuls. "We

were competitive, but we weren't competitive toward each other."

The second day featured common task training and weapons qualification with an M-16.

"I used to be a junior enlisted trainer, so passing CTT was not too difficult," Pratt said. "But whatever the results, I never let it sway me one way or the other."

Regardless of how she thought she was faring during the competition she kept a level head, she said.

The final day of the event was the official board appearance where Soldiers tested their knowledge of the Army in front of senior noncommissioned officers, followed by a 50-question written test.

"My father was an inspirational public speaker," Pratt said. "I learned a few things from him about speaking in front of other people."

Confidence plays one of the most crucial roles in being a leader and NCOs look for that, she said. It was this same confidence and determination that Pratt believes helped her win the title.

In addition to being the top Soldier in INSCOM, Pratt was awarded an Army Commendation Medal by Maj. Gen. John F. Kimmons, commanding general of INSCOM, \$1,000 in savings bonds, coupons for her Class A's, several plaques and a one-year membership to the American Military Society.

Pratt was promoted to sergeant last December, and plans to take the opportunity to run for INSCOM's NCO of the year.

"You can't tell yourself that you won't make it," she said. "You have to keep your head high and your best foot forward. You never know what might happen."



*courtesy photo*

"I was just an average Soldier given a great opportunity," said Pratt.





photo by Spc. Jesse Artis

Spc. Pat Tillman, like many others Soldiers, deployed to Afghanistan to serve and protect his country. Unfortunately, Tillman was killed in action when his Ranger patrol was ambushed April 22.

# GONE, *but not forgotten*

Commentary by Brian Murphy

**I**t's funny how you can go your entire life believing one thing and then, in an instant, your entire perception changes.

Growing up I wanted to be the next Michael Jordan. Or Walter Payton. Or Brett Hull. It really didn't matter which one. I just knew I really wanted to be a stand-out athlete. Nothing else in the world was as important.

Instead of studying or doing homework, I spent my time idolizing the Cal Ripkens of the world. Athletes don't need to worry about their grades, I told myself. Former Washington Redskins stand-out Dexter Manley didn't even learn to read until he was in his 30's. But he had money. And he earned his

paychecks by playing the game he loved. I was so naive it was sad.

As my high school career began to wind down, and it was very apparent that I would not be heading to the University of Michigan as a blue-chip prospect, I suddenly found myself concerned about my future. I didn't want to be that guy who lived with his parents forever. I needed a way out. Fortunately, I found the Army.

Three months after I graduated from high school I enlisted in the Army as a photojournalist. I spent the next seven years honing my skills, first, as a photographer and writer, and then, as an editor. I traveled to such exotic locals as Panama, Ecuador, Peru, Texas and Kuwait telling the Soldier's story.



That's when I finally got it. It was okay for me to want to "be like Mike" while on the basketball court, but I needed to leave it at that. Just because Kobe Bryant is a fantastic basketball player, doesn't mean he's a good person. Heroes and role models were all around me. I was interviewing many of them daily. These were Soldiers who volunteered away many of their freedoms to protect and serve their country. I still spent a good chunk of my free time playing sports with my individual units, but it had become more of a hobby than an obsession.

Then I read about a football player named Pat Tillman. He was a four-year NFL veteran who played strong safety for the Arizona Cardinals. In May 2002, Tillman informed the Cardinals that he was going to

**Spc. Pat Tillman is not the only casualty in the war against terrorism. More than 700 Soldiers have sacrificed their lives in support of Operation Enduring Freedom and Operation Iraqi Freedom as of June 7.**

turn down their three-year, \$3.6 million contract to enlist in the Army. Instead of being a millionaire, Tillman would become a private, earning around \$19,000 a year, plus benefits.

Pat, and his brother Kevin, a minor-league baseball player from the Cleveland Indians organization, wanted to become Army Rangers. Many of those close to the brothers said that the terrorist's attacks on Sept. 11, 2001 influenced their decisions. Tillman told the Cardinals that he wanted to serve in the Army for three years, and then he would consider returning to the franchise and resuming his NFL career.

Knowing that only 35 percent of those who attempt to become Rangers are successful, I tried to follow Pat Tillman's Army career. But it wasn't easy. Any time *ESPN* or *Sports Illustrated* attempted to interview Pat or Kevin, they declined. They didn't want the attention. To them, there was no story. Unlike boxer Riddick Bowe's six-day Marine tenure, this was no publicity stunt. These were two brothers who wanted to make a difference in the world, and knew that wasn't going to happen on a football field or a baseball diamond.

Pat and Kevin completed basic and advanced infantry training in October 2002 and graduated from the Ranger Indoctrination Program in November 2003. They were assigned to the 2nd Battalion, 75th Ranger Regiment at Fort Lewis, Wash., and were sent to Afghanistan as part of "Operation Mountain Storm," the U.S. campaign against Taliban and al-Qaida groups along the Afghanistan-Pakistan border.

But Spc. Pat Tillman would never make it home. He would never see his wife, Marie, again, and he would never have the opportunity to play in the NFL again. Tillman was killed, at the age of 27, in direct action during a firefight in eastern Afghanistan, April 22. A Pentagon source said that Tillman was killed



photo by Cpl. Jonathan Sotelo

**Tillman is one of almost 100 Soldiers who have lost their life while fighting terrorism in Afghanistan.**



when his Ranger patrol was attacked by small arms fire and mortars during a coordinated ambush. Tillman was the only Soldier killed in the ambush. His brother, Kevin, was in the same platoon.

It's hard to put into words how much this affected me. Maybe it's because we're the same age. Maybe, because he was an athlete who a father could actually be proud to have his children look up to - both on and off the field. Whatever the case, the news of his death hurts me more than it should. Because I'm having such a hard time explaining it, I'll let Sen. John McCain (R-Ariz.) try.

"I am heartbroken today by the news of Pat Tillman's death. The tragic loss of this extraordinary young man will seem a heavy blow to our nation's morale, as it is surely a grievous injury to his loved ones," McCain said.

"Many American families have suffered the same terrible sacrifice that Pat's family must now bear, and the patriotism that their loved ones' exemplified is as fine and compelling as Pat's. But there is in Pat Tillman's example, in his unexpected choice of duty to his country over the riches and other comforts of celebrity, and in his humility, such an inspiration to all of us to reclaim the essential public-spiritedness of Americans that many of us, in low moments, had worried was no longer our common distinguishing trait.

"When Pat made his choice to leave the NFL and became an Army Ranger, he declined requests for interviews because he viewed his decision as no more patriotic than that of his less fortunate, less renowned countrymen who loved our country enough to volunteer to defend her in a time of peril. It is that first lesson of patriotism that we should reaffirm in our own lives as we celebrate the courageous life and mourn the heroic death of this most honorable American," McCain said.

**Unlike boxer Riddick Bowe's six-day Marine tenure, this was no publicity stunt. These were two brothers who wanted to make a difference in the world, and knew that wasn't going to happen on a football field or a baseball diamond.**



The Army announced that Spc. Pat Tillman was awarded the Silver Star posthumously and promoted to the rank of corporal, April 29.

Tillman was assigned to A Company, 2nd Battalion, 75th Ranger Regiment, based at Fort Lewis, Wash.

During the announcement, the Army Special Operations Command gave details as to what happened during Tillman's final mission.

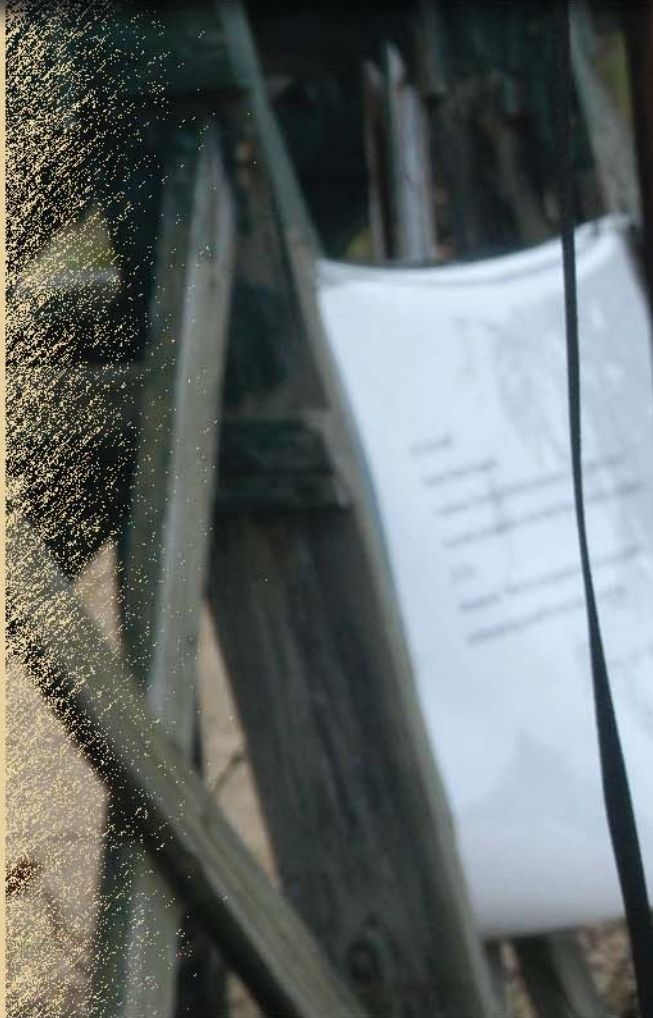
Their platoon was split into two groups, with Tillman acting as the team leader of the first group.

The trailing group came under mortar and small arms fire, and found themselves pinned in their position. Tillman's group was safely out of the way, but he ordered his Soldiers to get out of their vehicles and to move up a hill toward the enemy's location. That decision likely saved the Soldiers in the second group.

Tillman was the only U.S. casualty that day.



# A day on





# the range

Photos by Pvt. 2 James Felkins



(Top left) Spc. Richard Smith, signals intelligence analyst, 116th MI Group inspects his M16A2 rifle during Common Task Training.

(Top right) Sgt. Mark Davis, microwave systems operator, 116th MI Group, prepares a Soldier to enter the gas chamber.

(Bottom left) Sgt. Jonathan Siegler, linguist, 116th MI Group attempts to don his protective mask within nine seconds.

(Background) Sgt. Eduardo Gonzales and Spc. Matthew Franks, both signals intelligence analysts, 116th MI Group, perform function checks on their weapons during CTT.



# A little far OFF BROADWAY

Story by Brian Murphy

It's funny how quickly things can change.

Spc. Alexis Sutter, an imagery analyst with the National Ground Intelligence Center, enjoyed her job. She liked the people she worked with and cared about the work she was doing. But one copy of the local newspaper made her realize Army life may offer more than she ever imagined.

One day Sutter was looking through the Military District of Washington newspaper, *the*

*Pentagram*, when something caught her attention. In that particular issue, Sutter saw an article on the BRAVO Army Theatre Touring Company.

For the last three years, the Army Morale, Welfare and Recreation acting troupe has brought live theater to military communities around the world as part of Army Entertainment's mission of entertainment for the Soldier, by the Soldier. But the best part was they were looking for new talent.

Seeing the article instantly

took her back to her "school days," when Sutter was a regular in the world of theater arts. Her mind wandered back to when she starred in plays such as *The Actor's Nightmare* and *Bye, Bye Birdie*. She knew that this was something she'd really like to do.

"I've done a lot of acting in my life," said the 20-year-old Yucaipa, Calif. native. "When I saw the Army was doing a play, I got excited."

The more she thought about it, the more Sutter wanted to tryout for BRAVO, but even if she made the cut and was accepted, Sutter knew the challenge would be convincing her unit to release her.

"I knew it wouldn't be easy," Sutter said. "We're not a very big unit to begin with and they don't have a lot of people who can do my job. I honestly never thought I'd be able to do this."

Sutter contacted the people at BRAVO and it quickly became apparent that they wanted her to be a part of their show. That was the easy part. It took a little bit of convincing, but eventually her chain



BRAVO performed more than 50 shows over a three-month period.



of command agreed to let Sutter be a part of the show.

“She was exactly the type of person we were looking for,” said Sgt. Tobin Atkinson, the director of the hour-and-a-half-long play. “She had the perfect attitude and personality. We needed someone who was going to be a team player and who was willing to put in a lot of work.”

Sutter was now a costume technician and the female understudy for the *Farley Family Reunion*, a comedy said to put the ‘fun’ in dysfunction. Just weeks after she joined the five-Soldier acting troupe, Sutter found herself on a plane flying to places like Iraq, Qatar, Afghanistan and Uzbekistan. The four-month adventure had officially begun. Instead of analyzing imagery products, Sutter was now traveling the globe in hopes of bringing smiles and laughter to servicemembers around the world.

“I’m really thankful for the opportunity that I was given,” Sutter said. “We got to see exactly how much it meant to those Soldiers out there to forget about everything for a few hours to enjoy



courtesy photos

**Sutter prepares to depart for yet another performance in the Middle East.**

our show. They were so happy we were there they would help us unload our equipment at each stop.

“My mom wasn’t very happy about me being in the Middle East, but these Soldiers were excited to see us. I know when I was in Korea - especially during the holidays - I would have liked to have had something like this,” Sutter said.

Although she was content to support the show from behind the scenes, Sutter found herself literally thrust into the spotlight on the night of the final performance. Just prior to the Feb. 23 show at Fort Belvoir, Va., Sutter found out that Spc. Vanessa Bradchulis would be going home on emergency leave. That meant Sutter would play the lead female role - which is actually six different roles.

“It was amazing,” Sutter said of her chance to perform. “Several people from my unit came up for the show. They even gave me roses after the performance. It

was unreal. It was the perfect ending to a wonderful experience.”

Capt. Richard Nowinski, Sutter’s company commander, was one of a handful of NGIC Soldiers able to attend the final show.

“She did an outstanding job,” he said. “We saw the very first show and were disappointed when she was the understudy. So it was very fortunate that she was able to play the lead role for the final performance. We were all very proud of her.”

Looking back, Sutter still can’t believe she was able to be a part of BRAVO.

“My views on the world and even the Army have changed dramatically,” Sutter said. “I was able to see, first hand, that we’re making a difference. Our Soldiers are out there helping another country in a time of need. It was amazing for me to see so many Soldiers in other jobs working together. The entire trip makes you feel special.”



**Spc. Alexis Sutter was one of five Soldiers accepted in the BRAVO Army Theater Touring Company.**



Maj. Gen. Paul Lebras, commander, Air Intelligence Agency, (left) and Chief Master Sgt. Alan R. Dowling, command chief master sergeant, AIA, (right) present Master Sgt. Eric Hipkins (center) with an Eagle Award during the AIA's annual recognition ceremony Feb. 13. Hipkins won the Senior Enlisted Member of the Year Award for 2003.

# Making a difference

By Sgt. Lisa Misavicz  
470th MI Group

When a Soldier sits down to the nightly news and hears the president reading information from an intelligence report he contributed to, he knows he's doing something worthwhile.

As Congress, the media, and world leaders make decisions based on intelligence that Soldier discovered, he can truly see the big picture - that the work he and his fellow Soldiers accomplish is important.

While deployed in a desert combat zone, Master Sgt. Eric Hipkins and Spc. Benjamin Rubin, both of the 470th MI Group, worked on a project which found evidence of possible foreign government involvement in plans to attack U.S. and coalition forces.

Their critical analysis provided high-level tactical commanders with actionable, valuable intelligence possibly saving lives.

An old recruiting commercial claimed "Soldiers in the Army do more before nine o'clock in the morning than most people do

all day," and it looks like these two soldiers prove it right.

"It was an opportunity to see how really evil that regime was. After seeing what I saw, there is no question in my mind we did the right thing," said Hipkins.

While deployed, Hipkins and Rubin's team searched millions of digital files confiscated from foreign sources. They investigated for evidence of terrorist activities using a newly developed type of defense technology. Because of their background, they were hand-



selected to lead and develop this special mission. Their five-man team included one Sailor, one Marine, one Airman and two Soldiers - Hipkins and Rubin.

Hipkins lead the joint team as the senior noncommissioned officer. Before they left, he ensured each member was prepared for life in a combat zone.

Before deployment, each service member was required to qualify with an M-16 rifle and certify to Army standard in Common Tasks. Unfamiliar with ruck marches, first aid procedures, NBC training, or any tactical maneuvers, the Air Force and Navy relied on the expertise of the two Army Soldiers for training. "They didn't know anything beforehand," said Rubin. Every morning the joint team was

up at 5:30 a.m. conducting Army physical training, a first for many of the other service members. Finally, all the preparation paid off during the Combat Readiness Course at Ft. Bliss, Texas. According to Hipkins, each service member received a first time "go" in each event.

The urgency of the mission during deployment strengthened the relationships between the team and gave each member a time to shine. The routine during the thirteen-hour work day rotated between sleeping, eating and working said Rubin, "anyway you alternate it we were doing one of the three."

Both Soldiers went beyond their daily duties and left the mission a better place than they found it. Hipkins and Rubin proved the system works to

provide intelligence to those who need it most.

Hipkins and Rubin were recognized for streamlining the reporting process and improving the turn around time for intelligence dissemination. Hipkins designed and implemented new reporting measures used to standardize the publication process for his mission's intelligence. His leadership helped the team produce five times the number of valuable reports during their tour. Hipkins was also selected to be a training advisor to the Federal Bureau of Investigations.

Rubin was recognized by his section team chief for his expertise during the mission. He was also chosen to serve as the branch training officer. "These Army Soldiers are making significant strides in the Global War on Terrorism," said Lt. Col. Peyton Smith III, commander, 314th MI Battalion.

Hipkins and Rubin maintain what they accomplished was all in a day's work. Both agreed the opportunity to work on the campaign towards a common goal of national security was the best part. They said they are grateful for the selection and chance to serve in a meaningful way. "It felt pretty good to do something for the country instead of just watching it on the news. We really felt we were contributing to the cause," remarked Rubin. Hipkins added, "You look at television and see all of the selfless service and sacrifice made by Soldiers, so it was nice to have the opportunity to do our part in the war."



*photos by Sgt. Lisa Misevicz*

**Master Sgt. Eric Hipkins (left) and Spc. Benjamin Rubin share a laugh after the Air Intelligence Agency's annual recognition ceremony Feb. 13. The two Soldiers worked together in support of Operation Iraqi Freedom.**

# A march to remember

By Sgt. Lisa Misavicz  
470th MI Group

For many people, the thought of Valentines Day conjures up images of an intimate evening complete with candlelight and roses. But not for Staff Sergeants John and Lara Vanderhoof.

The two 470th Military Intelligence Group Soldiers spent the most romantic day of the calendar year hauling matching 35-pound rucksacks through San Antonio before sunrise. These are the sacrifices Soldiers make in order to prepare for the Bataan

Death March that took place March 21.

The 26.2-mile course is loose dirt and contains a three-mile long New Mexican sandbox. One five-mile stretch in the course rises more than 1,300 feet in elevation, a vertical quarter mile. In preparation for the march, 'Gang Green' humped through local parks and down local roads with their rucksacks three times a week.

Each year, more than 4,000 people gather for this event honoring the survivors and memories of those who endured the real Bataan

Death March. But the large turnout didn't keep 'Gang Green' from being one of the best teams. They finished fifth in their category with a final time of 10 hours, 51 minutes and three seconds.

Soldiers entering in the military categories can choose between the Light Division wearing an LBE with full canteen or a Camelback; and the Heavy Division toting a military issued thirty-five pound minimum rucksack. They can travel in a group or individually. All military categories must be in full BDUs with military service recognized boots for the march.

Staff Sgt. John Vanderhoof originally planned to challenge himself by entering the race in the individual military category, but ended up convincing some of his Soldiers and even his wife to join him. Team Gang Green included Spc. Travis Schubbe, Spc. Scott McGrew, Pfc. Adam Smith, Pfc. Lizeth Tuesca, and the Vanderhoof family.

Why would anyone put themselves through this? Smith and Schubbe agree it is both the physical challenge and the team members' enthusiasm which inspires them to continue to practice. During practices they keep their minds occupied by joking and laughing with each other. John Vanderhoof helped keep the team motivated. Smith pointed out that, "He has a lot of kinetic energy. He gets you to smile and enjoy it even when you don't want to be there."

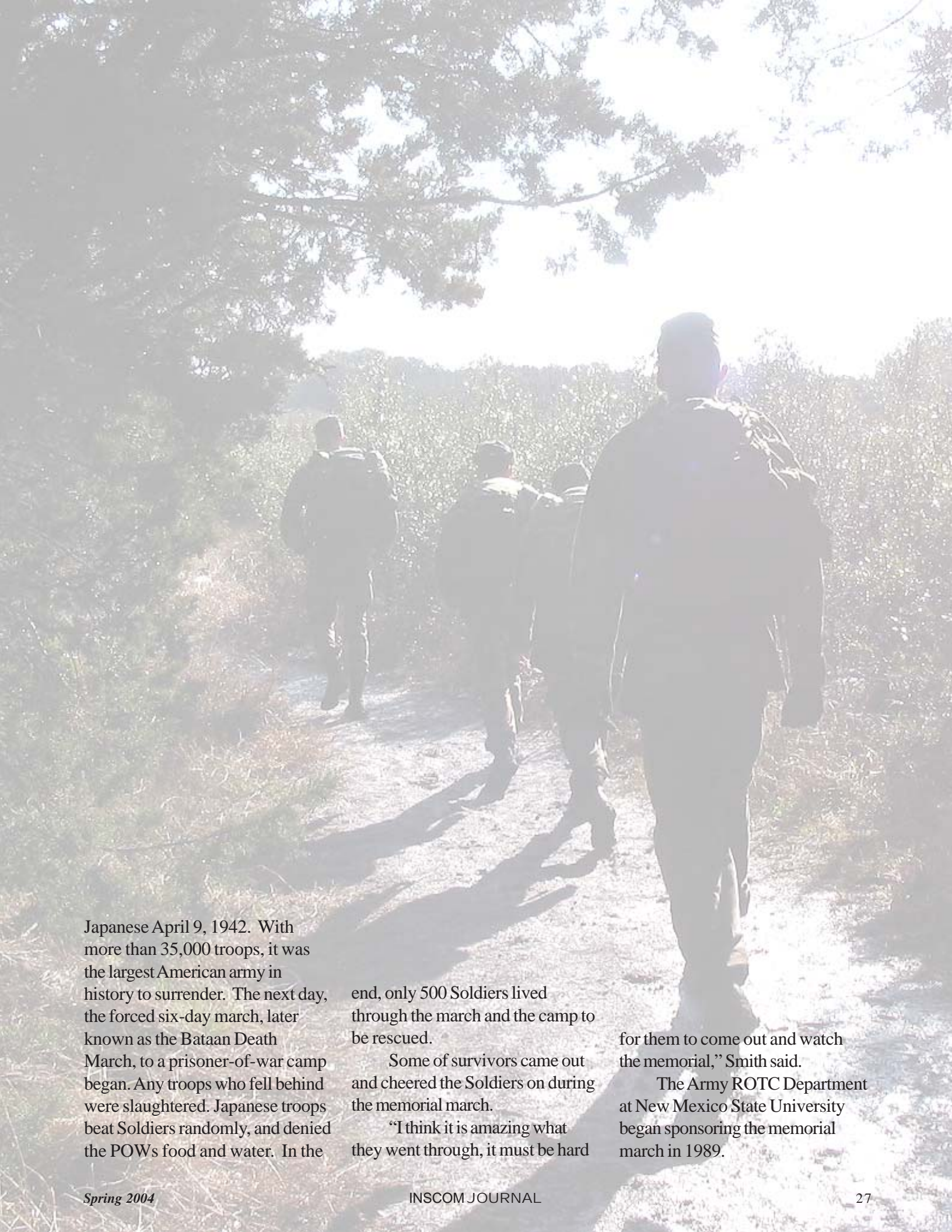
Gen. Edward King, surrendered his American troops to the



*courtesy photos*

**Team Gang Green finished the Bataan Death March in 10 hours, 51 minutes and three seconds in White Sands, New Mexico March 21.**





Japanese April 9, 1942. With more than 35,000 troops, it was the largest American army in history to surrender. The next day, the forced six-day march, later known as the Bataan Death March, to a prisoner-of-war camp began. Any troops who fell behind were slaughtered. Japanese troops beat Soldiers randomly, and denied the POWs food and water. In the

end, only 500 Soldiers lived through the march and the camp to be rescued.

Some of survivors came out and cheered the Soldiers on during the memorial march.

“I think it is amazing what they went through, it must be hard

for them to come out and watch the memorial,” Smith said.

The Army ROTC Department at New Mexico State University began sponsoring the memorial march in 1989.





*photo by Tina Miles*

Don Shiles says good-bye to his wife, Gay, prior to deploying from Fort Meade, Md. last December.

# On his own terms

**By Tina Miles**  
902nd MI Group

Shortly after the Great Depression, the Shiles family moved from the East Coast to Nevada, pulling an old trailer over the rough mountain passes. During the trip, Don Shiles, the tenacious 10-year-old son, was given a pair of boots from people they met along the way. At that time, it was common for strangers to hand down clothing to others.

Shiles was very proud of those boots, but quickly outgrew them. In an effort to hold on to them, he would walk to a nearby pond, pry the boots on and stand in the water until they stretched enough to fit him again. That's all anyone needs to know about Shiles - he lives life on his own terms.

But in a stark contrast, Shiles, chief instructor, Technical Counterintelligence Directorate, 310th Military Intelligence Battalion, 902nd MI Group, is also the ultimate team player.

When the 902nd MI Group was given the mission to deploy a task force in support of Operation Iraqi Freedom, the 67-year old Shiles was among the first to volunteer. It didn't matter that he was scheduled to retire, when Shiles heard about the mission he pulled his retirement paperwork and volunteered his services.

"Don is a very gracious person. When he volunteered for the mission, it was because he was thinking of the younger members who would be deploying and that he could somehow benefit them," said Kathy McKinney, training technician, TCID. "With Shiles, it is always mission first."

Everyone seems to agree that the 902nd MI Group is a better place because of dedicated workers like Shiles.

"He works much harder than he should," said Barry Wray, Shiles' supervisor. "We're lucky to have





*courtesy photo*

**Shiles unwinds by reading a book before bed during his deployment in support of Operation Iraqi Freedom.**

him. He is extremely dedicated and will help in any way. Any of his co-workers will tell you he'd give you the shirt off of his back."

Many of those in the 902nd MI Group consider themselves lucky to work with someone with as much experience as Shiles.

"He has a strong sense of duty, opportunity and dedication," said Dave Hunsaker, an intern at the 902nd MI Group. "The man is a wealth of knowledge, especially in our career field."

When preparing for the mission, Shiles compared it to the only other deployment he'd been involved in - Vietnam.

"With Vietnam, I didn't know what to expect. This time I had a pretty good idea of what I was getting into. Last time I left six small children at home. This time, my children are grown. Last time I was afraid, this time I have nothing to fear," he said. "In both cases I felt that I was doing what I should do, and that the Lord would watch over me. Religion is a big part of my life and has a lot to do with what I do, think and feel."

The last, and most vital, part of preparation was to ensure his wife of 44 years, Gaylie Ann, approved of the deployment. He discussed his decision with Gay, who supported him entirely as she always has.

"When he went to Vietnam, it wasn't as a

volunteer," she said. "I was concerned then. Having six kids and knowing he would be in direct combat. This time was different. This was something he wanted. I knew he would go if he could, so I encouraged him - not that I had to.

"Facing retirement, that was the big step," Gay said. "He was facing the end of a life-long career, doing something he loved. When he was told he could join the task force, his whole outlook changed - he had a new beginning to look forward to."

It seemed Shiles welcomed any challenge that would delay retirement.

"To be honest," Shiles said, "I wasn't too excited about retiring. I felt that I owed the Army my help."

About one-third of the task force is made of up former students, and many of the other individuals are people Shiles knows personally. In fact, one of the members, Al Mathis, was a classmate of his in 1972 at a counterintelligence agent's course. Knowing so many of those involved gave Shiles a sense of responsibility.

"I felt that if I didn't go and anything happened, I would feel guilty the rest of my life," he said.

While Shiles volunteered out of patriotism and dedication to others, he benefited too.

"He has a connection with each of his protégés," Gay said. "He always does everything for everyone else. This time he did something for himself."

## One question helps put

# MONEY IN THE BANK

**By Brian Murphy**  
INSCOM Public Affairs

Bob Fecteau and the folks who work with him saved the U.S. Army Intelligence and Security Command more than \$15 million last year. Read that sentence again.

How, one might ask? It's easy. Every day he and the members of his office ask themselves one simple question, "how can we do this better?"

Fecteau, INSCOM's chief information officer, has been taking this approach since he first joined INSCOM in 1997.

"My mission is to manage the information technology structure, the financial aspects as well as the future, and to show that when we develop the system it becomes an enterprise-linked,

edge-to-edge solution," said the Beverly, Mass. native.

One of the tools Fecteau's staff uses when managing this structure is the commanding general's vision document - a document that says where INSCOM thinks technology will be in five years. From that document, an implementation plan is built and goals are developed.

But let's get back to saving INSCOM millions of dollars. The more than \$15 million in savings came after Fecteau turned his attention to INSCOM's contractor support element. The main role of the CSE is to process security clearances for many of the government contractors working with the Army.

In 2000, Fecteau's group conducted a business-case analysis on the CSE and the determination was made that the element was not doing their work efficiently.

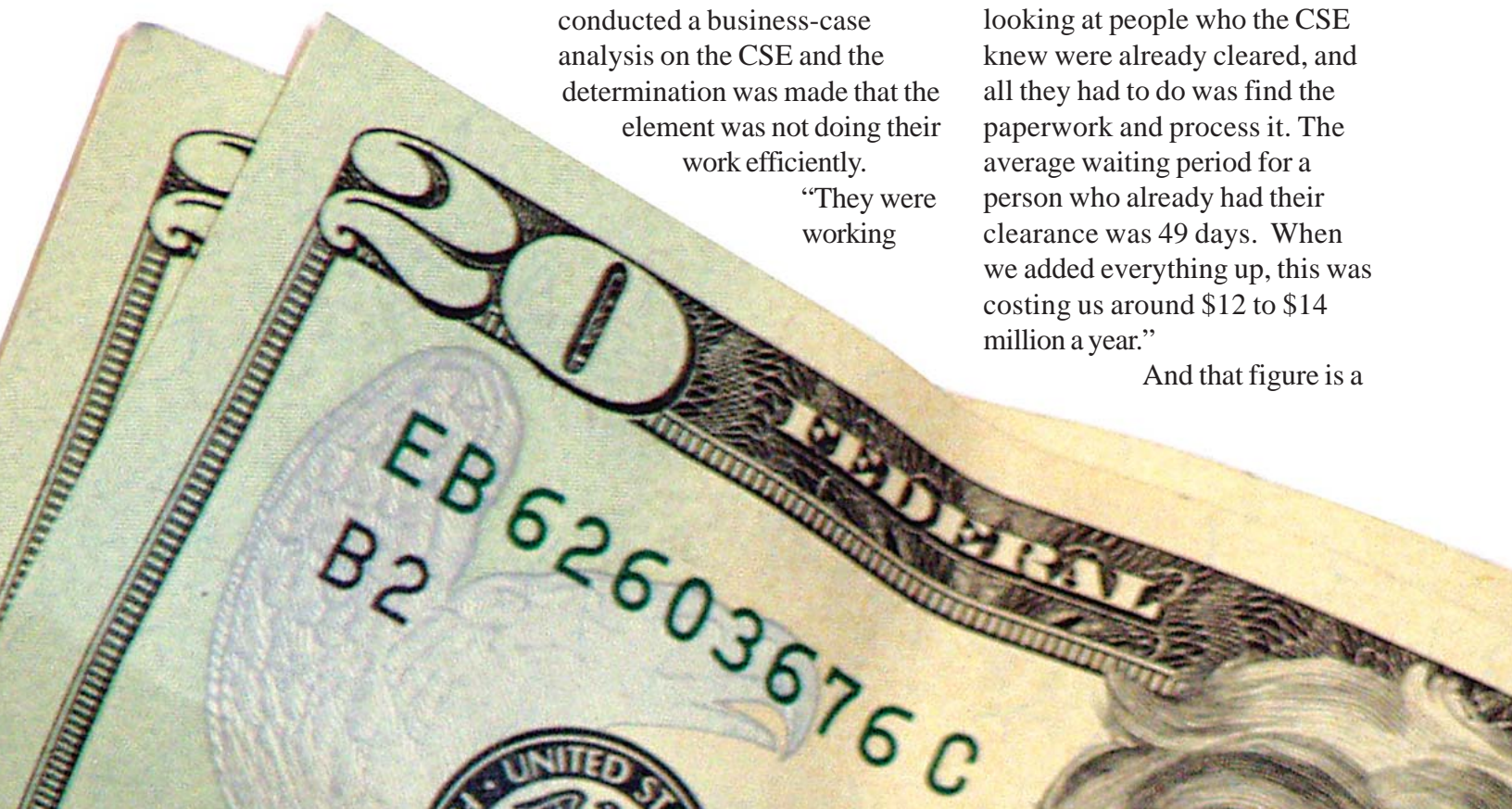
"They were working

hard, and doing the job the best they could, but they had no automation technology to support their functions," he said. One of the problems cited by Fecteau was that the CSE employee's email was on a classified network, while their customers only had access to non-classified email.

The deeper Fecteau looked, the worse things got.

"At that time, there were more than 5,000 contractors from more than 400 companies in the system," he said. "We figured out that the average grade rate of one of these contractors was GS-13 step 5. We then figured out the amount of time these contractors were waiting for their security clearance to be approved. We were specifically looking at people who the CSE knew were already cleared, and all they had to do was find the paperwork and process it. The average waiting period for a person who already had their clearance was 49 days. When we added everything up, this was costing us around \$12 to \$14 million a year."

And that figure is a





conservative estimate, according to Fecteau.

“When we did all of this analysis, we didn’t measure the spaces being empty,” he said. “We didn’t factor in all of the work that didn’t get done during that 49 day period, or what it cost the organization. With those figures added in, the savings are somewhere between \$15 to \$20 million every year.”

Now that the problem was identified, it was time to fix it. Fecteau’s office worked with Microsoft to develop a more efficient system for tracking the clearance information.

“We developed a workflow diagnostic, and then a business plan,” Fecteau said. “Our goal was to cut the waiting time in half, which would save the Army \$6 to \$8 million a year.”

The system that was developed was so proficient, that instead of cutting the waiting period from 49 to the projected 25 days, the wait was shortened to five days. The process was then nominated to the Army Business Improvement Counsel for best business initiative. Not only was the system recognized by the Army, it earned Department of Defense recognition as the 2003 best business practice by the Office of the Secretary of Defense’s Business Improvement Counsel.

“A lot has changed within this command since 1997,” said Fecteau. “For starters, we went global. We went from unit-based



structures that had desk officers and functional people answering telephones, to working in a fully-interconnected knowledge system. We’re all tightly connected by email. We’re all committed to finding better ways to do processes and analyzing how we do work, so we can improve our performance and get better results.

“The organizations have come from the role of ‘what do I do by myself’ to ‘where do I fit

inside the organization’s structure?’ Before, at the unit level, they were all painting their own pictures. Now they’re all using the same canvas. That’s been the biggest change during my time here,” Fecteau said.

Even though Fecteau and his staff have been recognized throughout the Department of Defense, they haven’t had time to sit back and enjoy the accolades. They’re too busy looking five years down the road asking the question “how can we do this better?”



*photos by Capt. George Hammar*

**The four-day Bad Aibling Farewell Fest began with a 'keg tapping' and ended with a parade and fireworks, April 4.**

**By Capt. George Hammar**  
66th MI Group

For the last 38 years, the Bad Aibling festival has been a time for celebration. Thousands from the U.S. military and local community participate annually in what can simply be described as a four-day party.

But with the closure of the former military intelligence base, Bad Aibling Station opened its doors a final time to an estimated 25,000 people for the farewell festival, April 1-4.

Col. Susan Huggler, commander, 108th MI Group and Bad Aibling Station, opened the fest with a traditional "keg tapping" and ended it with a parade and fireworks.

"The outpouring has just

been overwhelming," Huggler said. "It's breaking my heart. We love it here."

After World War II the base was used to house refugees and orphans. The Americans took over in 1952. In 1958 U.S. troops started hosting an annual Fourth of July Festival, which this year was moved up to April to accommodate the base closure.

"We let the veterans know that the fest would be the last one," said Cathi Petterson, protocol officer, 108th MI Group. "It may be their last opportunity to visit the Kaserne as a Kaserne. The response has been incredible."

"I personally know of fifty people that have come," said Petterson. "We think that we

have 100 to 200 people here, not just Army Security Agency, but veterans from the whole 52-year history. One gentleman is confirmed from 1952-1954, a large group from the '60s, and so on. We have people who left here last year and came back specifically for the fest."

Trey Polk, a former Soldier, liked upper Bavaria so much he wound up settling down in Bad Aibling when he left the service.

"We are going to miss the Americans a lot, especially since I am an American myself. There is going to be a big hole left when they are gone," said Polk. "I have talked to a couple of Americans who want to stay and can't for particular reasons. We are going to miss them a lot."





**Commander of the 108th Military Intelligence Group, Col. Sue Huggler, and the Commanding General of the U.S. Army Intelligence and Security Command, Maj. Gen. John F. Kimmons, case the 108th MI Group colors during a deactivation ceremony at the Bad Aibling Parade Field, May 27.**

The next step in the process came shortly after the farewell fest, when the 108th MI Group cased its colors in a ceremony at the Bad Aibling Parade Field May 27.

Maj. Gen. John F. Kimmons, commander, U.S. Army Intelligence and Security Command was on hand to oversee the ceremony. Kimmons, along with Huggler, cased the colors and then gave remarks.

Over the years, the U.S. Army units at Bad Aibling have formed close bonds with their host-nation counterparts.

“Well it’s a pity for us, we are the partnership unit and we lose our friends from over here,” said German Army Lt. Col. Axle Neuser. “We like the Americans. But everything comes to an end someday, even myself.”



**At the conclusion of the deactivation ceremony, the “Maypole” was lowered at the Bad Aibling Parade Field, May 27. The pole was then symbolically cut down and the pieces were distributed to local officials and members of the 108th Military Intelligence Group as official mementos of the station’s relationship and history to the neighboring city of Bad Aibling.**



# SHOTS FROM THE FIELD



*photo by Staff Sgt. Brent Hunt*

The “Big Dogs” of the 704th Military Intelligence Brigade bring their mascot to physical training for motivation.



*photo by Sgt. Lisa Misevicz*

Staff Sgt. Thomas Schindler, of the 470th MI Group, checks a “prisoner of war” during a training exercise Dec. 10.



# SHOTS FROM THE FIELD



*photo by Tina Miles*

**A 902nd MI Group Soldier says goodbye to a loved one prior to deployment in support of Operation Iraqi Freedom.**



*photo by Sgt. Lisa Misevicz*

**Nicolas Downs dives for the quarterback during a 314th MI Battalion, 470th MI Group flag football game.**





# **INSCOM's Vision**

**The Army's operational intelligence force - engaged worldwide as part of the joint/interagency team; conducting multi-discipline collection, fusion and analysis to generate actionable intelligence in support of the Global War on Terrorism and regional contingency operation.**

**A network of horizontally integrated fusion centers which leverage shared national databases. Persistent intelligence, surveillance and reconnaissance, tactical reporting and advanced analytical tools.**

**Joint, interoperable counterintelligence/human intelligence, signals intelligence, and measures and signatures intelligence modules capable of rapid deployment/employment - with linkage to the fusion center network.**

**Tactically useful, rapid prototype initiatives developed, vetted and fielded in partnership with the intelligence community, industry and academia.**

**Tough, joint-savvy intelligence leaders at every level.**